



STATE OF CONSERVATION REPORT

“PORT, FORTRESSES AND GROUP OF MONUMENTS OF CARTAGENA”

PROPERTY INCLUDED ON THE WORLD HERITAGE LIST IN 1984
UNDER CRITERIA (IV) AND (V)



In line with the recommendations of decision **43 COM 7B.167** adopted at the **44th extended session in Fuzhou 2021**, the recommendations of decision **43 COM 7B.99** adopted at the **43rd session in Baku 2019** and the technical advisory visit by **ICOMOS International in 2017**, we present a summary of the state of conservation of the property.



Background

The Port, Fortresses and Group of Monuments of Cartagena de Indias was inscribed in 1984 on the UNESCO World Heritage List, as a cultural site, under criteria IV and VI and the Retrospective Statement of its Outstanding Universal Value was adopted in 2013 by the World Heritage Committee in Decision 37 COM 8E.¹

Criterion (iv): Cartagena is an eminent example of the military architecture of the 16th, 17th, and 18th centuries, the most extensive of the New World and one of the most complete.

Criterion (vi): Cartagena, together with Havana and San Juan, Puerto Rico (already inscribed in the World Heritage List), was an essential link in the route of the West Indies. The property fits within the general theme of world exploration and the great commercial maritime routes.²

The integrity and authenticity criteria highlight the visual relationships of the complex, which is the result of applying the tenets of bastioned fortification mediated by the continuous military advances of the 16th, 17th and 18th centuries that gave rise to the *most complete set of fortifications in all of South America*³.

Integrity

Within the boundaries of the Port, Fortresses and Group of Monuments, Cartagena, are located all the buildings, structures and spaces necessary to express its Outstanding Universal Value. The 192.32-ha property is of sufficient size to adequately ensure the complete representation of the features and processes that convey the property's significance, and it does not suffer from adverse effects of development and/or neglect.

Authenticity

The components that make up the Port, Fortifications and Group of Monuments, Cartagena, are authentic in terms of location and setting, forms and designs, and materials and substance. The property constitutes an exceptional example of Spanish military architecture of the 16th, 17th and 18th centuries, and the existing fortification works remain authentic examples of some of the most important military engineers of this period, including Juan Bautista (Giovanni Battista) Antonelli, Juan de Herrera y Sotomayor, Antonio de Arévalo, Ignacio Sala and Juan Bautista MacEvan.⁴

¹ Retrospective Statement of Outstanding Universal Value, <https://whc.unesco.org/en/decisions/4964>

² Outstanding Universal Value, <https://whc.unesco.org/en/list/285>

³ <https://whc.unesco.org/es/list/285#>

⁴ Outstanding Universal Value, <https://whc.unesco.org/en/list/285>



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Contents

“PORT, FORTRESSES AND GROUP OF MONUMENTS OF CARTAGENA”1

Background2

Executive Summary4

Progress on recommendations from decision 43 COM 7B.1676

 "4. Takes note of the efforts of the State Party to strengthen the capacity of local authorities, particularly the Institute of Heritage and Culture of Cartagena (IPCC), and requests that the State party continue these efforts”6

 "5. It also takes note of the application of the Special Management and Protection Plan (PEMP) for the Walled Enclosure and the Castle of San Felipe since 2018, and encourages the State Party to continue with these efforts”11

 "6. Regrets that the finalization and approval of the other two PEMP’s planned for the property, as well as the delimitation of the property’s boundaries and establishment of buffer zones, have not yet been completed, and urges the State Party to finalize and approve the PEMP as an absolute priority”12

 6.1 Special Management and Protection Plan of the Historic Urban Complex, PEMP CH (Urban)133

 6.2 Special Management and Protection Plan of the Fortified Cultural Landscape of Cartagena de Indias, PEMP FORT BAHIA (Landscape)177

 "7. Further requests the State party to submit a Minor Boundary Modification in accordance with paragraphs 163-164 of the *Operational Guidelines* to clarify boundaries as a follow-up to the Retrospective Inventory process and to establish buffer zones, immediately upon completion and approval of PEMP’s for the property”19

 "8. Expresses its grave concern about the impact of the Aquarela project on the property's Outstanding Universal Value (OUV) underlying attribute, and also urges the State Party to prevent further damage and work towards the demolition of the existing building as the main mitigation measure”.....20

 "10. Further requests the State party to fully implement the recommendations of the 2017 ICOMOS Consultative Mission, paying particular attention to management effectiveness, management structures and conservation action plans, including the development of a Conservation Plan for the Historic Centre of Cartagena.".....23

Executive Summary



As a State Party to the Convention, Colombia has developed processes for the management and conservation of this World Heritage site within the framework of existing legislation, defining legal, technical, administrative and financial instruments that assign the competencies of the Nation and those of the District of Cartagena to attend to the transformation and growth of the city, which, as happened in the 16th century, is facing accelerated changes and growing demand for land.

In 1959 the city of Cartagena was declared a national monument (Historical Centre) and in 1994 a set of regulations was developed to protect the Group of Monuments, which today are being reviewed to update them into laws and regulatory decrees issued by the national government.

Within the framework of legislation for the protection of Colombian cultural heritage, three levels of analysis and protection are established: **architectural, urban and landscape**. For this purpose, the Special Management and Protection Plan for the Walled Enclosure and the Castle of San Felipe, **PEMP MURCA (architectural)**, was issued in 2018 jointly with the District of Cartagena, which defines a buffer and articulation zone within the city, setting building parameters that will be complemented once the Special Management and Protection Plan for the historic urban complex, **PEMP CH (urban)** is completed.

Likewise, in June 2022, the Special Management and Protection Plan for the Fortified Cultural Landscape of Cartagena de Indias, **PEMP FORT BAHIA (landscape)**, was completed, a document developed in conjunction with the District of Cartagena and local and national entities experienced in matters of tangible, intangible and natural heritage.

These management instruments will allow the State Party to face the different social, economic and cultural pressures, as well as mitigate their impact in the future with updated measures and actions that strengthen the protection, management and social appropriation of cultural heritage, in harmony with the natural setting that is so important for the integrity of the site.

Faced with the resulting **impact of the Aquarela building** on the OUV of the property, the Ministry of Culture, the District of Cartagena and the Procurator General's Office joined legal efforts to halt the construction: among the actions have been carried out, we can mention:

Popular action – Ministry of Culture, for the restoration of collective rights due to the impact on Cultural Heritage derived from the construction of the Aquarela Multifamily complex in 2017; this procedure is awaiting a first instance ruling.

Nullity action – By the Office of the Procurator General of the Nation, for the revocation of the building licenses. This procedure is currently in the evidence gathering phase.



Police action - By the Mayor's office of Cartagena, for behaviour that affects urban integrity. The final ruling was on October 26, 2018, ordering "the restitution of public space in two-months time". The District, the Nation and the UNGRD are hiring a consultancy firm to evaluate the way in which the restitution of public space should be implemented.

Criminal investigation – The Office of the Attorney General of the Nation, carried out an investigation to establish possible infractions to criminal law with the development of the Aquarela Project, for behaviours such as prevarication, irregular urbanization, violation of environmental protection. The prosecution presented an accusation against Urban Curator No. 1 of Cartagena and those responsible for the project. This legal action is in preparatory hearing stage to begin trial.

Direct Reparation Action – The representatives of the project have undertaken legal action against the Nation, naming the Ministry of Culture and Judicial Branch as defendants, and another against the District of Cartagena, claiming damages that exceed fifty thousand million pesos, derived from the suspension of the project. This suit is in the preliminary hearings stage.

Direct reparation action of the Nation - ANDJE against those responsible for the project (construction company and fiduciary firm) to repair the damage caused to the cultural heritage of the Nation, and the UNESCO declaration, for conducting the project irregularly and affecting Cartagena's properties of cultural interest of Cartagena. This action is under revision in order to move forward.

Class action filed by homebuyers of towers 1 and 2 of the Aquarela project against the District of Cartagena and the Nation for damages derived from the suspension of the project due to the actions of the defendants. This suit is under revision in order to proceed.





Progress on the recommendations of decision 43 COM 7B.167

Colombia, as a State Party to the World Heritage Convention, expresses its gratitude to the World Heritage Centre for its recognition of "the progress made despite the COVID-19 pandemic" and complies with the recommendations of decision **43 COM 7B.167**, adopted at the **Extended 44th session of the WHC in Fuzhou (China), 2021**. Consequently, the actions taken to address them are presented below.

"4. Takes note of the efforts of the State Party to strengthen the capacity of local authorities, particularly the Institute of Heritage and Culture of Cartagena (IPCC), and requests that the State Party continue these efforts"

The Institute of Cultural Heritage of Cartagena - IPCC - has as one of its objectives the safeguarding of the Cultural Heritage of the District and among its functions: to ensure the conservation and enhancement of this heritage; to promote the revitalization of the Historic Centre; to organize events that promote the knowledge, appreciation and conservation of culture and heritage, such as exhibitions, seminars, competitions and publications; to assume the management of, and the monitoring and sanctioning on the actions or interventions that are made on the heritage in general and especially those that correspond to the interventions and architectural uses of the Historic Centre and its periphery, among others.

For its part, the Heritage Division in the IPCC has among its functions: the planning and developing of dissemination strategies so that the conservation, appreciation and defence of heritage become a collective purpose; to receive and study the documentation submitted for consideration by the Technical Committee and carry out the appropriate procedures in the intervention projects; to monitor public and private works carried out in the Historical Centre, the zone of influence (buffer zone) and the historical periphery; to apply, as first instance, the sanctions contemplated in relevant regulations; to provide advice on historical, regulatory and technical aspects to those interested in carrying out interventions on heritage, among others.

During the current administration, the IPCC Heritage Division has been strengthened, in order to improve its communication channels and promote the social appropriation of the heritage values of the city and especially of its Historic Centre to visitors and property owners alike. The inter-institutional relations of the institute have also been fortified. More generally, the whole administrative body of the District of Cartagena has undergone a process of modernization, with a view to optimizing the management of the tangible and intangible cultural heritage of the city, including its Historic Centre, both as it relates to the institutions that protect this heritage and to the citizenry that enjoys it.



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Accordingly, the IPCC Heritage Division has developed the following strategies and actions:

a. Technological improvement for heritage protection:

BIEN MIO APP:

One of the responsibilities of the IPCC is to guarantee the effective control of the interventions that are carried out on the properties or in their environment, in accordance with current regulations. This is why they developed in the past two years, the BIEN MÍO app with the support of the District Information Technology Advisory Office. This app allows users to monitor the actions that may affect the integrity of the Historic Centre, thus strengthening the work carried out by the IPCC Heritage Division. BIEN MÍO enhances the transparency of monitoring and control processes on the interventions on heritage and the environment, improves response times to situations that may arise, and fills a need for information in the citizenry.

SH CITY CTG monitoring system:

Smart Heritage City (SHCity) is a European cooperation project of the Interreg Sudoce programme whose main goal is to improve the conservation and management of historic urban complexes. The city of Cartagena, through the IPCC, began the phase of preliminary studies for its implementation. This technological solution is based on a set of tools developed through the use of ICT and expert knowledge in different fields related to heritage management. It integrates data collected by sensor networks deployed in the different points of the Historic Centre that need to be monitored, in order to control and respond to natural and human risk variables that affect properties of cultural interest and their environment; for example, it allows authorities to have control over the flow of visitors at certain locations.

This system further allows to process the data collected to obtain information according to the settings selected for each case, which will reduce the downtime between detecting problems and responding to them in the most appropriate way. This system seeks, on the one hand, to characterize the dynamics of the use of spaces such as squares and parks and, on the other, to monitor the state of conservation of Assets of Cultural Interest (BIC) according to the variables measured, following the specific needs of each and of the Historic Centre as a whole.



It has two user interfaces, one for managers of a heritage property and the other for Cartagenans and visitors, through which they can access touristic circuits and routes. The work carried out so far has been done within the framework of a Technical Table in which different actors from the District and the Nation have participated, as well as several universities and the Santa María La Real Foundation of Spain with technical advice.

b. Projects for the social appropriation of heritage

During 2021 and 2022 several projects have been implemented with the support of the Cartagena Historical Museum, the Caribbean Naval Museum and the University of Cartagena.

These initiatives and its objectives can be summed up as follows:

- Activities for the social appropriation of heritage by the rural and islander population.
- Activities for the social appropriation of heritage by children, young people, teachers of educational institutions, the population with hearing disabilities and the elderly.
- Identification and diagnosis of the current situation of crafts and trades related to tangible heritage, in order to define strategies for their protection.
- Virtual courses in capacity building for the cultural managers of the city.
- Public roundtables to exchange experiences on intangible heritage.
- Documentation of collections of movable property of the Historical Museum of Cartagena, to support the management of its collections.

c. Support to other District agencies on heritage issues:

Technical support has been provided for the diagnosis and formulation of the Special Management and Protection Plan of the Historic Centre and the Land Management Plan, which are being carried out by the District Planning Secretariat.

Likewise, the IPCC is actively participating in working groups with the Police Inspectorate and the Risk Management Office to define joint actions around the protection, inspection and surveillance of buildings in the Historic Centre.

d. District Council of Cultural Heritage

The District Council of Cultural Heritage is the body designated to advise the District on actions, recommendations, regulations, plans and programs in order to contribute to the safeguarding, protection, recovery, conservation, sustainability and



dissemination of cultural heritage and related properties of the Nation, among them the Historic Centre.

During this year, two meetings and two technical tables have been held to share with the community the declaration of some real estate properties as assets of cultural interest in the district nature, as well as the progress of the Special Safeguarding Plans for intangible heritage, which are being implemented both by the IPCC and by civil society and cultural organizations of the city.

- e. Heritage and Culture Sectoral Committee
- f. The Heritage and Culture Sectoral Committee (Decree 0449 of 2009) has among its objectives to guide the citizenry in the effective and timely resolution of their complaints and grievances; to implement strategies to strengthen the information systems of public management for decision-making; to adopt permanent improvement programmes for entities and dependencies, among others.

The IPCC has proposed three issues for joint management with the entities that are part of the Committee: urban art, sculptures and monuments, and graffiti. The idea is to be able to advance in the generation of joint actions with the other entities to generate better conservation conditions for heritage properties, and improve the enjoyment and uses of public spaces.

- g. Attention to the public for technical guidance on real estate intervention projects:

During 2022 it has been possible to offer this service to a greater number of citizens seeking advise for their projects, and more and more interventions have adopted the current regulations. In addition, face-to-face consultation hours were defined for intervention project issues, which are attended by the staff or, if it is merited, by the head of the divisions.

- h. Review of projects for real state intervention:

On conjunction with the Technical Secretariat of the Technical Heritage Committee, the following activities have been carried out:

Activity	2021	2022 (I semester)
MEETINGS HELD	30	14
PROJECTS REVISED	180	128
APPROVED	78	51
NOT APPROVED	102	77



i. Monitoring of exterior advertising in the Historic Centre:

The IPCC periodically tours the Historic Centres for infractions and may request any establishment to adjust or change their signs or other advertisement, if required. Whenever recommendations are not followed in a timely manner, legal proceedings are initiated against the owners.

j. Actions carried out in properties at risk:

Between 2021 and 2022, the IPCC identified and documented 40 properties showing signs of decay in the Centro, San Diego and Getsemaní neighbourhoods. In addition, technical tours have been done in the Historic Centre to locate balconies and windows at risk of collapse.

Furthermore, the owners of the properties in a state of decay, after receiving advise on the actions to take, have been urged to carry out the needed repairs, in order to preserve their properties, but also care for the lives of those who inhabit them.

k. Suspension of works and carrying out of sanctions:

As of August 31, 2022, the technical team visited 42 properties, thanks to citizen information provided by different channels, and to the programmed technical tours. Concurrently, three tours of surveillance and monitoring of the entire Historic Centre have been carried out with the accompaniment of the Police and the Risk Management Office, in order to implement joint and immediate actions in the properties visited. The foregoing, in addition to visits to work sites and buildings that are done daily in the Historic Centre as part of the mission of the IPCC.

As a result of the above, during 2022 15 preliminary investigations and 14 sanctioning administrative processes were opened. Out of these proceedings, 21 preventive work suspensions have been ordered. In this manner, the IPCC executes compensatory measures and other sanctions to avoid interventions that put heritage values at risk.

The Ministry of Culture highlights the following actions:

The ministry has offered constant accompaniment and technical support to the District during the process of diagnosis and formulation of the PEMP, it has organised work groups for institutional coordination in regulation design and for protective actions on buildings with illegal interventions.

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"5. It also takes note of the application of the Special Management and Protection Plan (PEMP) for the Walled Enclosure and the Castle of San Felipe since 2018, and encourages the State Party to continue with these efforts."

Since the approval of the aforementioned PEMP in March 2018, the legal authorities have acted on properties located in the first and second ring of the buffer zone, in accordance with the guidelines established by this document and in coordination with local and national entities with jurisdiction in this territory.

In terms of management, the commodate contract with the Cartagena de Indias Workshop School for the administration and care of each of the properties that make up the walled enclosure and the San Felipe Castle. Within the framework of this contract, short-term plans and projects (1-3 years), and preventive and corrective maintenance works have already been in progress for several years, and the formulation of medium-term plans and projects (4-6 years) that promote social appropriation and protection of the site has begun. These include the monuments lighting project, the reinforcement of the eastern slope of the San Felipe Castle, and the provision of bathroom amenities for those who visit the fort of San Fernando de Bocachica in the Tierra Bomba Island.

During 2022, preventive and corrective maintenance and conservation procedures have been strengthened. To this end the administrative model was adjusted, including the creation of an editorial committee to support the activities of the Heritage Enhancement Department, and a technical and scientific committee to support of the Works Department. The latter committee was formed by universities in the region and it will promote scientific research initiatives during 2023.

The social appropriation programme is ongoing and has been strengthened with the following projects:

- a. Cultural Corridors: as one of the main strategies promoted by the Cartagena de Indias Workshop School to promote the use and enjoyment of the fortresses of Cartagena de Indias, it holds artistic and cultural presentations in the different bastions of the city, contributing to the strengthening of the creative industries and local cultural stakeholders and artists. Between 2020 and 2022, there have been seven Cultural Corridors: one in 2021 and six in 2022 (in 2020 there were none due to pandemic restrictions).
- b. Vive tu patrimonio (Live your heritage): it seeks to promote the educational and cultural interaction of children from public schools with the fortresses, through activities that encourage the valuation, reach and social appropriation of cultural heritage. Between 2020 and 2022, 15,254 district school students and teachers have participated: 4,003 in 2020 (online), 3,919 in 2021 (online), and 7,332 up till November 2022 (in-person).



- c. Free Sunday: on the last Sunday of each month, with the exception of January and December, the San Felipe de Barajas Castle and the fortresses in the island of Bocachica open their doors so that Colombians can discover and enjoy their heritage at no cost. Between 2020 and 2022, 12 days of this free admission programme have been held (one in 2020, one in 2021 and ten in 2022).
- d. Support for associated sports events - Rag Ball Championship in the Getsemaní neighbourhood: Rag ball is a sporting activity that arose in the 80s in the Getsemaní neighbourhood. Similar to baseball, it has its own rules, that were adapted to the conditions of the "field" in which it is practiced: El Pedregal avenue, next to the San José bastion. The ball itself is made by residents of the neighbourhood, with techniques that have been transmitted from generation to generation. Rag ball has become a long-time tradition of Getsemaní and all its inhabitants, even of those who no longer live in the neighbourhood and who, during the tournament, make it a point to return to it. A Rag Ball Championship was sponsored from July to October 2022.
- e. Dissemination of the exceptional values of the properties subject to the resolution, carried out through various communication channels: a) free press, through which the media and the general public are informed about administrative, maintenance, conservation and value enhancement initiatives under way; b) virtual communities, where information is published in everyday language, suitable for all types of public, without losing the rigor in the data and the message to be shared; and c) editorial projects, consisting of publications that address related topics, such as *Guía del Castillo de San Felipe de Barajas. Testigo clave en la historia de Cartagena de Indias* (2018), *Guía de las murallas de Cartagena. Defensa de los tesoros de ultramar* (2022), and the reprint of the book *Cartagena de Indias. La ciudad y sus monumentos* by Enrique Marco Dorta.

Annex 1. ETCAR Implementation Report.

“6. Regrets that the finalization and approval of the other two PEMP’s planned for the property, as well as the delimitation of property boundaries and the establishment of buffer zones, have not yet been completed, and urges the State Party to finalize and approve the PEMP as an absolute priority”.

Colombia is completing the administrative and technical requirements for the approval of the Historic Urban Complex PEMP, under the leadership of the District Planning Secretariat with the accompaniment and support of the Ministry of Culture.

The **PEMP for the Fortified Cultural Landscape of Cartagena de Indias, and the PEMP FORT BAHIA** are finished and in process of being adopted via administrative act. Both documents will strengthen the powers of the State Party for the protection and management of the World Heritage site and the prevention of impacts on the attributes of its Outstanding Universal Value.





6.1 Special Management and Protection Plan of the Historic Urban Complex, PEMP CH (Urban)

Regarding the **Special Management and Protection Plan of the Historic Urban Complex, PEMP CH**, under the purview of the Mayor's Office of Cartagena de Indias, since 2020 the city government has closely followed the process established in National Decree 2358 of 2019 for its approval. According to this regulation, the plan must go through the stages of diagnosis and drafting before its ratification and implementation as law in the territory of the Historic Centre and its zone of influence.

Regarding the current conditions for the diagnosis - the basis for the formulation of the PEMP -, the rejected 2019 PEMP project is taken as a precedent, as it received an update and went through the complementation process according to the requirements of Decree 2358, especially in relation to the valuation of the assets of cultural interest (BIC), the social dynamics and the use of public space, the cultural landscape and intangible cultural heritage, the regulatory framework (which determines the approach, methodology, content and indicators for its control), the statistics of public space, population, economic activities and the analysis of the structure and institutional capacity.

As a result, the first version of the Analysis and Diagnosis document was prepared, incorporating 554 problems and 403 opportunities collected during the phase of citizen participation. This document was presented to the general public and to the Ministry of Culture for review and adjustments in December 2021.

During 2022, several adjustments to the Analysis and Diagnosis report were made in accordance with the notes of the Ministry of Culture and local public actors, including the IPCC. In August 2022 the publication of the adjusted version of the document included 166 contributions dealing with the problems found in phase one.

This analysis and diagnosis highlighted four main issues coming from the Historic Centre and its area of influence:

1. High risk of irrecoverable loss of tangible and intangible heritage values.
2. Lack, deterioration and inadequate use of urban infrastructure, with the consequent impact in proper circulation.
3. Lack of coordination in institutional actions and in the application of the regulations by all actors at different levels.
4. Conflicts in land use, mainly deriving from activities that are not allowed, with the consequent affectation of traditional ways of life.

These four main problems can be disaggregated into causes and effects. As a general cause the report finds that inappropriate uses and interventions in both natural open spaces and built public spaces have affected the Historic Centre, its heritage and its dynamics in a



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transversal way. As a general or shared effect, the study mentions the lack of complementation between the urban component and the heritage landscape.

For the first problem, “High risk of irrecoverable loss of tangible and intangible heritage values”, the main causes were identified in the non-existent or out-of-date regulations that lack a comprehensive vision of the BICs; in the insufficient maintenance of BICs; in generational migration or mobility, and in lack of a sense of ownership or appropriation of heritage by the different actors. All this causes, although they may in turn be related to inefficient legal and institutional control, have a direct impact on the loss of heritage values.

The report detected as effects of the prior issues: inadequate interventions in the BICs and their context; the deterioration of conservation buildings, monuments in public space, roads and pavements; the total lack of an archaeological management plan; the loss of cultural heritage manifestations, and the rupture in the transmission of values with the risk of social memory fading away.

Regarding problem N° 2, “Lack, deterioration and inadequate use of urban infrastructure, with the consequent impact in proper circulation”, its causes are related to issues in accessibility and vehicular and pedestrian circulation, where the priority given to cars, together with a deficit of parking spaces in a road grid with limited capacity, contribute to a deterioration of urban amenities and to conflicts in their use and enjoyment. On the other hand, natural and human factors connected to insufficient sewer and waste management systems contribute to worsen this situation.

Regarding the effects, there is currently evidence of a constant deterioration of the natural open and built public space, which alters their function and inhibits their proper use. The affectation of the heritage values of this urban complex is also clear, as is the loss of its public space, with adverse impact on pedestrian circulation.

On problem N°3, “Lack of coordination in institutional actions and in the application of the regulations by all actors at different levels”, the main causes were identified as insufficient land management and financing tools for the adequate treatment of BICs, as well as the low historical availability of resources for comprehensive interventions. All these factors reveal the lack of coordination of the local, regional and national governments in stopping illegal activities that affect the traditional morphology (both heritage and non-heritage) of the city.

And, finally, for the last problem, “Conflicts in land use, mainly deriving from activities that are not allowed, with the consequent affectation of traditional ways of life”, its main causes were identified as low household income, which pushes owners to seek resources working from their homes; weakness in the regulation and control of activities, which leads to adverse uses like over occupation and high-impact tourism; a weak integration of residents with tourism; the loss of traditional spaces of community life; the displacement and



vulnerability of residents and traditional activities, together with the respective increase in the cost of living, all of which are negative phenomena associated with gentrification processes.

Likewise, the following opportunities were identified, each one composed of different ongoing situations, in addition to cross-cutting aspects that traverse all axes, as presented in the following table:

Opportunities. Analysis and Diagnosis PEMP CH

Heritage Landscape (Natural and Built)		Urban Structure		Tourism	Institutional Management
Sense of identity and belonging	Homogeneity of the historic area	Representative public spaces as meeting places with value for the community	Permanent artistic and cultural activities in public space, and heritage as a stage	Colonial and historical character preserved	Updating of instruments and standards and identification of ICH for urban regulations
Artistic, social, cultural, religious, gastronomic, sports and recreational manifestations	Historical, aesthetic and symbolic values, historical and current	Road grid connecting and articulating the urban fabric in the sector and its area of influence	Incentives for uses and activities complementary to the BICs	Exaltation of forms of appropriation and cultural manifestations through traditional informal activities (profitable use of public space)	Opportunity to manage regulations without affecting traditional locations and activities
Set of multiple heritages (natural, urban, architectural, movable, intangible)	Urban and natural landscape	Urban management associated with a revision of the Land Management Plan (POT)	Natural components of the context in articulation with the urban structure and heritage values	Integration to commercial tourism and existing activities	Incentives for the formalization of informal economic activities
Participation of residents and active resident organizations in protection and management initiatives					
Interest and concern of local and national actors in taking comprehensive actions under the shared responsibility between public, private and community sectors					
Institutional and regulatory progress in heritage protection, conservation and sustainability					

Source: District Planning Secretariat, 2021

Taking all the above elements as a starting point for the formulation for the plan, and incorporating the vision, objectives and project ideas contributed through citizen participation (208 in total) during phase 2 between February and March 2022, a first proposal was published online in October 2022 for all stakeholders, and sent to the Ministry of Culture to start the review process for the PEMP's approval, which focuses on the

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development of an urban regulation proposal that includes 16 programmes and 43 projects to be implemented during the 12-year validity of the document.

The PEMP Vision is built taking into account not only the current conditions of the Historic Centre and its zone of influence, but also the conditions of the Cartagena District as a whole, its relationship with heritage and the social, cultural and economic dynamics of its inhabitants. For this reason, the complexity of all aspects of the Historic Centre and its area of influence is fully recognized, leading to a vision jointly built with the actors in Phase 2 of the citizen participation process. This vision has three components:

Firstly, the Historic Centre and its area of influence will be strengthened in order to further be recognized locally, nationally and internationally for the many diverse cultural identities that inhabit it, and for the unique and long-lasting appropriation of this landscape by its residents. It will be a place where history and tradition, but also daily life, are honoured in the protection of its tangible and intangible cultural heritage.

Secondly, the Historic Centre and its area of influence will be a guarantor of sustainable development, for which the articulation of built public spaces built with the natural environment will be promoted, which, supported by a proper urban infrastructure, will in turn promote cultural tourism and contribute to meeting the needs of the people who reside or work in the area.

Finally, the Historic Centre and its zone of influence will be compatible with different uses through effective management, regulation and protection of the different political, economic, social, and cultural activities that have always taken place within its walls, specially taking care of the neighbourhood and its residents.

In line with the vision, and in accordance with the main problems identified in the Analysis and Diagnosis report, the PEMP CH contains four General Objectives and 17 Specific Objectives, stemming from the citizen participation process in phase 2. From these, the Programme Content was built, consisting of different programmes, projects and actions. Thus, the objectives make up a framework for action that seeks to respond to the needs identified in the diagnosis.

General Objective 1: Conserve (recognise, recover, maintain and safeguard) the historical, aesthetic and symbolic heritage values of the tangible, intangible and natural cultural heritage of Cartagena de Indias.

General Objective 2: Encourage and manage the recovery and generation of functional urban amenities (mobility and transport, public space and environment, public facilities and services) to promote the balanced development of uses, public space, public services and urban furnishing in response to the differential needs of residents and beneficiaries, and in articulation with development plans.

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General Objective 3: Design, implement and promote mechanisms and coordination scenarios that integrate the different heritage stakeholders, to strengthen the technical, institutional and financial articulation capacities of the city government as a guarantee of the future protection and good management of BICs.

General Objective 4: Implement the actions required to balance the different land uses and regulate the development of political, social, economic and cultural activities, protecting residential use and traditional life, thus constituting an historical heritage of all and for all, where both residents and visitors can coexist harmonically.

Once the first draft version of the document was published, phase 3 of citizen participation was carried out between October and November 2022, with the objective of presenting this draft proposal, with the inclusion of phase 2 citizen contributions, and jointly defining the contents of the final proposal. In phase 3, to date, 100 contributions have made it to the proposal consolidation prior to the final document, thus giving continuity to the approval process before the Ministry of Culture, which was already initiated by the city government.

Similarly, the technical documents of the process and their respective annexes, as well as the data and results of citizen participation, are available on the website pemp.cartagena.gov.co.

It should be noted that the Plan's proposal, as of November 2022, is being adjusted before starting the review and approval process in December, which will make a first-line instrument for the protection, recovery and sustainability of the heritage found in the Historic Centre of Cartagena de Indias.

Annex 2. Synthesis of PEMP CH Analysis and Diagnosis

Annex 3. PEMP CH draft proposal

6.2 Special Management and Protection Plan for the Fortified Cultural Landscape of Cartagena de Indias, PEMP FORT BAHIA (Landscape)

The Special Management and Protection Plan of the Fortified Cultural Landscape of Cartagena, PEMP FORT BAHIA, addresses as a whole its natural, tangible and intangible heritage, develops strategies and programs that allow the various actors at the national and local level to responsibly participate in the protection, conservation and promotion of the site, and highlights the duties of the state in the shared management of a world heritage property. It can be found at <https://fortificacionescartagena.com.co/es/pemp-fort-bahia/>.

In order to enrich the understanding of this type of shared management, an International Seminar on Cultural Landscape, "Landscapes that build landscapes", was set up to take place in three sessions, the first two of which have already proven the important role played



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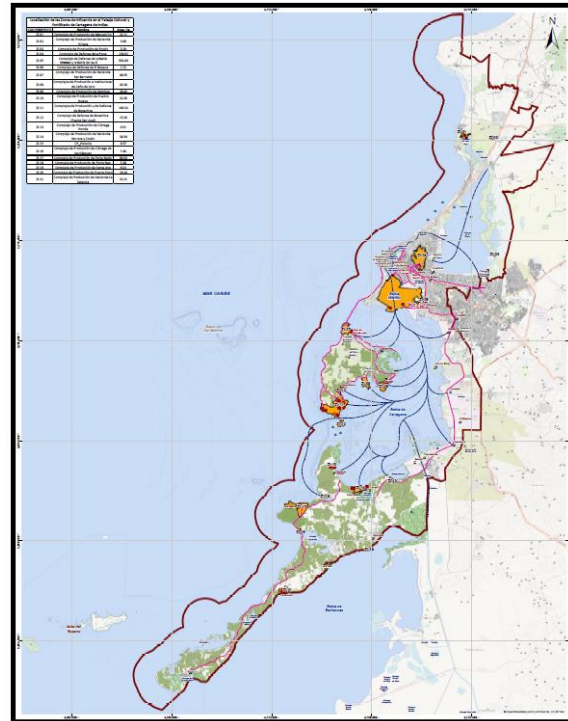
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by the concerned communities in bringing balance to the top-down bias of this sort of projects. The conferences can be viewed in the Cartagena Fortifications website: <https://fortificacionescartagena.com.co/es/pemp-bahia-seminar/>.

The Special Management and Protection Plan for the Fortified Cultural Landscape of Cartagena de Indias, **PEMP FORT BAHIA**, - which contains **natural components** (geomorphology, flora, fauna), **physical contexts** (architecture adapted to the environment and in response to socio-economic conditions), **customs and traditions** (everyday life) and their **paths of connection and communication** - was presented in June 2022 to the National Council of Cultural Heritage, the highest collegiate advisory body of National Government dealing with these matters, which issued this opinion:



"...it is an instrument that fosters the articulation of different components that are worked on locally and facilitates inter-institutional collaboration, unifying criteria and giving authority to different institutions depending on the type of heritage that they oversee, being overall a planning and management tool".

"...we suggest that the programmes and projects be treated in general terms so that inter-institutional instances can define their scope". On the other hand, the Council proposes creating a technical advisory body to coordinate decisions, with an intermediate instance between the Heritage Board and the Inter-institutional Committee.

"...in the submitted document it is possible to identify a cultural tourism policy. We recommend taking into account the strategy of smart tourist destinations, and the strategy of community tourism."

The PEMP of the cultural landscape of the fortifications of Cartagena de Indias and the updating of resolutions 1560 of May 22, 2018, 1205 of August 22, 2006, PEMP MURCA, and resolution 043 of 1994 (regulations for the protection of the historic urban centre) were submitted to the council, which unanimously gave a favourable opinion of the Special Management and Protection Plan.



Given the scale and scope of this document, we are currently articulating its contents with other land and sea management instruments for the final issuance of the resolution.

With the authorization of this instrument in accordance with Colombian legislation, the OUV of the World Heritage site is ratified and, complying with the practical guidelines of the Convention on Heritage, Colombia undertakes to preserve “on site” the properties that comprise it and to preserve over time the attributes of its OUV.

For this reason, the PEMP FORT BAHIA will seek to mitigate negative impacts on the property and guarantee its sustainable and adequate use, which is based on the principles set forth by the Convention for **Cultural Landscapes** and in Sauer’s definition, where "Culture is the agent, nature is the medium, the cultural landscape is the result" (Sauer, 1925).

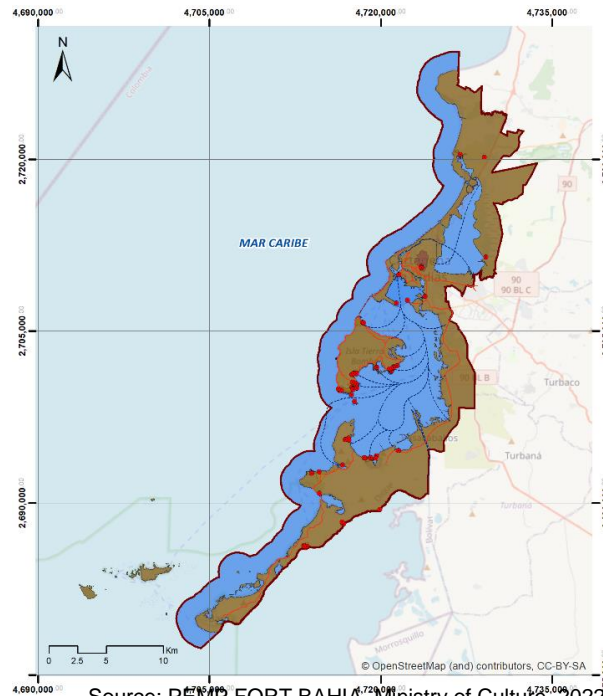
Annex 4. DTS PEMP FORT BAHIA

“7. Further requests the State Party to submit a Minor Boundary Modification in accordance with paragraphs 163-164 of the *Operational Guidelines* to clarify boundaries as a follow-up to the Retrospective Inventory process and to establish buffer zones, immediately upon completion and approval of PEMPs for the property”

Colombia, understanding the importance of updating the property’s limits in accordance with the Operational Guidelines and the retrospective inventory process, is in the last stage of updating and harmonizing the management instruments that will allow updating the delimitation of the Group.

This update will take into account, for delimiting the sites, the identification of the attributes that convey the OUV from different aspects - natural, tangible and intangible heritage -, as well as the social dynamics that characterize it.

From the state of progress and harmonization of the instruments PEMP MUR CA, PEMP CH and PEMP FORT



Source: PEMP FORT BAHIA, Ministry of Culture, 2022



BAHIA we have identified the following components as being integral to the world heritage site:

Natural heritage

- Seagrasses
- Mangroves
- Corals
- Endangered pollinating species

Tangible heritage

Immovable property

- Defence system
- Production system
- Institutional buildings
- Republican houses (s. XIX- s. XX)
- Historic urban complex

Movable property

- Military use
- Utilitarian
- Devotional use
- Documentary Use

Archaeological

- Memory sites.
- Submerged sites

Intangible Heritage

- Manifestations of the local communities.
- Cultural practices of the local communities.

Once the articulation and harmonization process is finished, and with the approval of the plans consolidated in a single administrative act, the process of updating the limits of the site will begin.

“8. Expresses its grave concern about the impact of the Aquarela project on the property's Outstanding Universal Value (OUV) underlying attribute, and also urges the State party to prevent further damage and work towards the demolition of the existing building as the main mitigation measure”.

In response to the recommendations of the advisory mission of ICOMOS International in 2017, cooperation among national and local institutions has been strengthened. Since June

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2021, the signing of an inter-administrative agreement between the National Fund for Disaster Risk Management, the Cartagena Mayor's Office and the Ministry of Culture has allowed to join institutional, technical, administrative, legal and financial efforts to support the Cartagena Mayor's Office in the implementation of the corrective measure ordered by the police of Cartagena for the restitution of the public space occupied in the construction of the Aquarela multi-family housing project.

Stemming from this alliance, during 2022 a public selection processes began to contract consultancy services to evaluate and diagnose this situation and offer recommendations to carry out the restitution of the public space occupied during the construction of the Aquarela multi-family housing project.

This consultancy was awarded recently and the resulting report is expected to be ready in March 2023, which allow the different entities involved to further the purpose of protecting the OUV of this World Heritage site.

“9. Further requests the State party to address concerns about gentrification and changing social dynamics, public access to property and social appropriation of heritage in the corresponding PEMP’s under development for the property, in order to protect its integrity”.

Regarding gentrification and social dynamics, the Mayor's Office of Cartagena de Indias recognizes, within the framework of the PEMP CH formulation process, the current status of the Historic Centre as the major pole of attraction of national and international tourism, which has caused drastic changes in housing, land use, work, businesses, coexistence, security, and the real estate market, among others. Consequently, it is necessary to strike a balance of sorts, with the main objective of safeguarding neighbourhood life as a manifestation of Intangible Cultural Heritage, and guaranteeing the permanence of current residents, as a strategy to respond to the problem of displacement due to an increase in the cost of living in the neighbourhoods contained within the walled enclosure.

In general, future actions must welcome and represent the diverse communities living in the area, because despite their differences there is a fervent desire to achieve a harmonious coexistence⁵. To this end, it is necessary to recover the integral vision of the Historic Centre and its zone of influence to contribute to the recovery of the well-being lost in recent years, which is reflected in the continuous loss of long-time resident population. In the end, what is at stake is the continuance of public initiatives and policies that promote

⁵ Inter-American Development Bank. (2021). Diagnosis of the Living Heritage Programme of Cartagena de Indias.



a Historic Centre where all, both residents and visitors, may coexist peacefully and pleasantly together⁶.

Under the logic set out above, the draft proposal for the PEMP CH includes regulatory guidelines for land use and economic activities based on the analysis of current and recent trends. In addition, the plan includes programmes and projects aimed at the promotion and monitoring of income-generating activities and the protection of residential use. This connects with General Objective 4 and the search for balance between different land uses and all the activities (political, social, economic and cultural) that may take place in a historical heritage site that is of all and for all (see Annex 3. PEMP CH Draft Proposal).

Programme 12 of PEMP CH, Regulation of income-generating activities, tourist attractions and economic and financial sustainability, includes two projects which will foster the regulation and monitoring of income-generating activities, including supporting this effort in local economic activities and activities associated with tourism in the short and long term (Project 12.1).

In section 12.2, Management for the assurance of the quality of the offer of economic activities, the actions are related to management and institutional articulation so that the District Mayor's Office, as a whole, can promote the development of activities that generate income with quality conditions for stakeholders in the Historic Centre.

In Programme 13. Development of Cultural Tourism, Project 13.1 proposes a Sustainable Cultural Tourism Strategy for the PEMP CH, but connected, as well, to the tourist offer and attractions of the entire District, where the private and community sectors become strategic actors both for its design and for its implementation and monitoring in the short, medium and long term.

The integral management of a heritage location from a tourism perspective must be understood as a process derived from land use and institutional planning aimed at structuring the economic, social and long-term vision of the sector through certain strategies. These actions can be determined by i) international standards and national policies on the development of the tourism sector and ii) the scenarios derived from the demand for infrastructure (not only physical), services or complementary activities that have been generated from the processes of trend development in tourist activities.

This process must incorporate intertemporal trends and population movements in all dimensions as a fundamental tool to improve, enhance or rethink the dynamics of the

⁶ Cots, P. (February 16, 2016). The necessary balance between the intensity of uses and activities in the Old City. https://www.omau-malaga.com/2/com1_md3_cd-1510/necesario-equilibrio-entre-intensidad-uses-actividades-ciudad-antigua

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sector. These dynamics should be understood as liable to enhancement through appropriate management and financing instruments linked to the PEMP and through regulations that both guide the activity and control its impact on heritage, without ignoring its economic and social appropriation importance.

This is how sustainability is understood as a comprehensive management process, which is essentially a set of activities incorporated into the sectoral public agenda, with an eye on their implications at the territorial level, seeking to improve the performance of sector, as well as the public, economic and social structure that derive spontaneously from it, all within the framework of a heritage-safeguarding perspective.

Programme 14, Protection of residential use, includes Project 14.1, Protection and Safeguarding of neighbourhood life, which focus on articulating actions with residents for the protection of their lifestyle, including the drafting of a Rights and Duties Guide and its dissemination among residents and visitors alike. Addition the project seeks to promote tax benefits for permanent residence homes. The actions included in this programme will be implemented both in the short and in the long term, that is, during the entire validity of the PEMP CH once it is approved.

“10. Further requests the State party to fully implement the recommendations of the 2017 ICOMOS Consultative Mission, paying particular attention to management effectiveness, management structures and conservation action plans, including the development of a Conservation Plan for the Historic Centre of Cartagena.”

The specific recommendations of the ICOMOS Consultative Mission in 2017 have been considered both in the analyses and in the proposals that the District of Cartagena de Indias is considering in the PEMP CH draft, following, as a methodology, citizen participation sessions and the set of guidelines for Intangible Cultural Heritage (See Annex 3. PEMP CH Draft Proposal).

The draft proposal for the Special Management and Protection Plan for the Historic Centre of Cartagena de Indias and its zone of influence contains specific actions for the management and conservation of both the site and the natural, tangible and intangible components that make up the integrity of its cultural heritage and its landscape. This includes a Management Model that promotes the governance of the property in its own location. In response to the previous recommendations, we have detailed both the scope in terms of objectives and vision, as well as the area covered by the Plan. In relation to management effectiveness, management structures and conservation action plans, we can state the following:

As a starting point in determining the general outline of the Plan, which includes Vision, Objectives, Urban Guidelines, Strategic Lines and Development Model, the guiding principles have been established according to the current conditions of the Historic Centre

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and its zone of influence, along three structures - **Ecological structure** (natural elements), **Urban structure** (physical and spatial elements) and **Functional structure** (social, cultural and economic dynamics) - according to the results from the diagnosis and analysis stage.

The main principles derived from this analysis are understood as the guidelines of a higher level that will conduct and define the actions that are necessary to meet the objectives through programs and projects. Thus, we propose three guiding principles that aim at the integral management of heritage and are closely connected with the vision:

Guiding Principle 1. Residential life and activity as the axis of the economic, social and cultural dynamics of the area.

This guiding principle is based on understanding the concept of sustainable development as the balance between economic, environmental and social dynamics in a delimited territory. Under this logic, a Development Model is proposed for the PEMP CH that focuses on residential dynamics and home businesses as the articulating axis that promotes other activities in the sector, such as traditional and modern cultural manifestations.

Guiding Principle 2. Connection and articulation within the area itself and with the city through public natural and built spaces.

Based on the Right to the City, which is "the right of all inhabitants (...) to inhabit, use, occupy, produce, transform, govern and enjoy just, inclusive, safe, sustainable and cities, villages and urban settlements, defined as commons essential to a full and decent life" (UN Habitat), this guiding principle establishes that the natural and built physical space is the scenario through which equity and inclusion become real for all citizens. Accordingly, the urban and natural fabric must achieve this function through interventions aimed at promoting its optimal connectivity, in order to protect, in turn, the cultural landscape, the heritage, and the collective life of residents and visitors.

Guiding Principle 3. Stakeholders (public, private and community) as leaders and managers for the enhancement and safeguarding of heritage.

Finally, the third guiding principle identifies all stakeholders and actors as leaders and managers for the implementation of proposals, under a logic of co-responsibility, of rights and duties, of fair governance and active participation in decision-making.

This proposal is aligned with the Vision, Objectives and Strategic Lines of the PEMP CH, taking into account that the instrument is proposed from the perspective of the integrity of its elements.





2. Specify the actions of a preventive and/or corrective nature that are necessary for the conservation of the assets, and their levels of intervention; 3. Establish the physical, maintenance, conservation and rehabilitation conditions of the properties; and 4. Establish mechanisms or determinants that allow for the recovery and sustainability of the property (Decree 2358 of 2019. Chapter I. Article 2.4.1.1.1).

Regarding the conservation of the cultural heritage properties under the scope of the Plan, all the proposals are aimed at guaranteeing their protection and sustainability within the framework of the regulation, management and control of environmental dynamics mainly in terms of residential, services and commercial activities.

Regarding the specific actions for their conservation, in addition to what is set out in urban regulations and the urban proposal, the following programs and projects stand out. They are connected to General objective 1, that deals with conserving (recognizing, recovering, maintaining and safeguarding) the historical heritage values, and the aesthetic and symbolic aspects of the tangible, intangible and natural cultural heritage.

Programme 1, Inventory and characterization of heritage and infrastructure, focuses on the need to have a comprehensive information system for both cultural heritage and infrastructure within the scope of the PEMP CH. This system, based on detailed inventories and their permanent updating, is the necessary basis for further decisions and interventions. Most of these actions are for short-term implementation and long-term, that is, permanent follow-up. This programme entails the creation of a Cultural Heritage Observatory, which will implement the necessary procedures for the two projects that fall within this programme: Project 1.1, Cultural Heritage Information System, and Project 1.2, Inventory of urban infrastructure and services. Both projects follow the scope of the PEMP CH, but it is possible to expand their reach to the whole Cartagena District, through their articulation with other instruments.

Programme 2., Conservation, protection, maintenance and restoration of properties and public space with a heritage approach, is aimed at determining the specific interventions for the protection, conservation and sustainability of the identified tangible heritage assets, through four projects.

Project 2.1., Maintenance and conservation of built public space in the urban area declared as heritage (276,395.40 m² of parks, squares and pedestrian walkways, and approximately 24.5 km of roads and pavements) and of the set of fortifications (approximately 43,500 m² of walls, bastions and curtains). This includes all actions necessary for the protection of the urban heritage conditions of the public space of the targeted area, as well of the fortifications that fall within this public space.

Project 2.2. Conservation and Restoration of BIC Houses and Buildings, focuses on the development of the technical, regulatory and management requirements necessary for the

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continuous maintenance of BIC real estate, whether it is intended for residential use or not. This project includes both short and long-term actions for the targeted area and the zone of influence of the PEMP CH, which must be articulated with the conservation and restoration proposals established by the PEMP MURCA in its zone of influence.

For its part, Project 2.3., Maintenance and protection of movable heritage, contains the short and long-term actions required for the management of this type of heritage, including the 61 examples located in public spaces and items belonging to private collections; it will coordinate with the PEMP MURCA when necessary.

Finally, Project 2.4., Protection and conservation of archaeological heritage, includes short and long-term actions aimed at the protection of archaeological heritage, in addition to stricter regulations for new findings, in coordination with the ICANH and the PEMP Fort Bahía proposal: there are approximately 73,000 m2 of seabed area with potential for archaeological finds, and they will be incorporated into this PEMP.

Programme 3, Recognition, promotion and safeguarding of the Intangible Cultural Heritage, is focused on the development of specific actions to protect manifestations of this type of heritage. It contains projects that allow for the articulation of the PEMP with the PES (Special Safeguarding Plans), in addition to promoting the development of spaces and scenarios that contribute to the safeguarding of this heritage.

Project 3.1., Articulation of the PEMP-CH with the existing or forthcoming Special Safeguarding Plans (PES), is aimed at concretely establishing the mechanisms for articulation of the PEMP with PES, from the provision of technical support to the actors for the drafting of said PES, to the articulation of contents and the joining of efforts for their implementation and follow-up. Therefore, the actions included in this project are launched from the beginning of the implementation of the PEMP-CH and have a long-term time scale.

Project 3.2., Research for the promotion of the Intangible Cultural Heritage, complements the Cultural Heritage Information System with a focus on intangible heritage. It includes long-term actions aimed at deepening the understanding of the subject as a mechanism for generating information and knowledge, and it will coordinate with academia and bearers as strategic actors.

For its part, Project 3.3., Spaces for the promotion of manifestations of Intangible Cultural Heritage, includes the recovery or construction of physical and virtual spaces with a specific focus on pedagogy, dissemination and safeguarding of ICH. These spaces may be indoors or outdoors, public or private, permanent or transitory, and the actions related to them will be carried out jointly by public, private and community actors in the medium and long term.

Project 3.4., Support for the creation and development of cultural manifestations and socio-cultural practices, defines actions aimed at the promotion and encouragement of these

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practices through the use of urban spaces and the development of activities as a strategy for their protection and appropriation by all actors.

Project 3.5, Pedagogy for knowledge, awareness and appropriation of the Intangible Cultural Heritage, focuses on the articulation of actors for the development of pedagogical activities associated with ICH, through short, medium and long-term actions.

5. Generate the conditions and strategies for the better knowledge and appropriation of properties by the community, in order to guarantee their conservation and transmission to future generations (Decree 2358 of 2019. Chapter I. Article 2.4.1.1 .1).

Although within each of the projects under the Plan specific actions are included aimed at linking the different public, private and community actors for the implementation of the instrument, the proposals of the Dissemination Plan stand out, as they articulate in an integral way with the continuous generation and transmission of knowledge gathered from the BICs and their dynamics.

The purpose of this Dissemination Plan is the social appropriation of assets of cultural interest, the strengthening of identity and cultural memory, the improvement of the living conditions of the concerned community, and giving visibility to the relationship of the intangible cultural heritage manifestations identified in the PEMP with the BICs. The Dissemination Plan invites new synergies between the different actors to strengthen social cohesion and the construction of an active citizenry.

This plan incorporates the Living Heritage Programme of the Inter-American Development Bank (IDB) called the Story-telling Strategy for the Historic Centre of Cartagena de Indias and its zone of influence, which is defined based on the programmes and projects of the Programmatic Content and the shared vision cited above. The overarching strategy, divided into five narrative axes, is structured over a period of 15 years, divided into three major stages: short, medium and long term.

As mentioned before, the Cultural Heritage Observatory - outlined in programme 1, project 1.1 Cultural Heritage Information System - will spearhead the implementation of the different programs, projects and actions of the Plan of Dissemination, and be responsible for their success. For this purpose, the plan delineates five thematic axes, each one with its specific projects and actions, as described below:

1. Research: Focuses on participatory research to promote the generation and transfer of knowledge in order to reinforce collective memory and the recognition of cultural diversity. This line uses information and products associated with cultural heritage to strengthen the dissemination of historical and current knowledge.

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2. Pedagogy: This line conceives pedagogy as a mechanism for disseminating heritage values. On the one hand, it focuses on designing and implementing inclusive methodologies to train citizens in the understanding and implementation of the PEMP-CH, and, on the other, it includes actions for the dissemination and promotion of cultural heritage through training, teaching, informal gatherings and lectures addressed to the different actors.

3. Communication and interaction channels: This line consists of the implementation of dissemination and community outreach campaigns, so that the different social actors can interact and publicize their needs and interests regarding the Historic Centre and zone of influence.

4. Citizen participation: This line promotes citizen participation exercises for the appropriation, sustainability and monitoring of the evolution of the PEMP CH. It focuses on developing actions to create a sense of belonging for the spaces, locales and resources of the Historic Centre and its zone of influence, both in residents and visitors.

5. Articulation between actors: This line is oriented to the articulation between actors according to their area of expertise. It mainly seeks to feel the gaps in knowledge generation in ICH of the Cartagena District Mayor's Office, and of the academic, social, cultural and economic sectors of the city. It seeks to generate spaces and establish the conditions for joint and coordinated work between institutions, organizations and stakeholders in intersectoral, intergovernmental, non-governmental and civil society scenarios.

6. Harmonize and guarantee the regulation of land use, occupation and exploitation for the protection of the BICs. In the case of real estate BICs, urban management elements and land management instruments should be included so BICs are not considered in isolation from other urban realities (Decree 2358 of 2019 Chapter I. Article 2.4.1.1.1).

The specific legal instruments for the execution of protection and conservation initiatives can be approached in two ways. First, in relation to the management actions carried out by the territorial entities in the form of measures conducive to certain objectives. This implies that the District Mayor's Office, the Planning Secretariat and, in general, the affiliated entities, jointly define the functional scheme and the requirements - depending on the nature of the project - for the participation of other governmental and territorial instances. The other approach corresponds to the legal instruments of the entities that seek land development either through land use planning, or through real estate alliances with the private sector.

In accordance with this, within the framework of the formulation of the Plan, there are proposals such as the normative cards, which function as a means of regularization, being part of the first group of instruments mentioned. Its capacity is focused on encouraging

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development conditions, reversing inadequate actions, determining specific uses and buildability in the zone of influence of the properties, as a result of management decisions. Among the instruments for land regulation regarding the property that are included in the Plan we can mention: distribution of charges and benefits; differentiated treatment of construction and development rights; real estate integration, and instruments for the acquisition of plots of land.

Considering the above, it is possible to find in the draft Plan by the District Mayor's Office of Cartagena de Indias - built in conjunction with public, private and community actors at the local, national and international level - a management and financing structure that allows the public to oversee the implementation of the conservation, recovery and sustainability actions for the site and its environment in a comprehensive and effective manner, once the Plan is approved and its implementation begins, which is estimated to happen in 2023.

In the search for tools to improve the management of the property, a permanent dialogue table has been created that allows for citizen participation. Likewise, the minister of Culture and the mayor of Cartagena have joined forces to strengthen the monitoring of interventions and the proficiency in heritage of all the human capital involved. Along this same line, the Mayor's Office of Cartagena, assisted by several ministries of the National Government and the Embassy of the Netherlands, is working on a project to mitigate the impact of flooding and improve the city's drainage system.

Colombia has an unflinching commitment as a State Party to the convention, and it never ceases to look for instruments that allow it to develop clear public policies in accordance with the sustainable growth of cities. We will continue our efforts to articulate entities at the national and district level with the purpose of strengthening the mechanisms of action for the protection, conservation and safeguarding of our cultural heritage.

Sincerely,

MARCELA CRISTINA CUÉLLAR SÁNCHEZ
Director of Heritage and Memory

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